



Final Report CCDC 2016-2019 Strategic Plan:

Summary: CCDC had an aggressive strategic plan covering 2016-2019, a volatile time in our movement and our country. Our plan was flexible enough to allow us to respond to the needs of our community, be proactive when possible, and continue broad disability community goals. Our plan was led by our values and driven by stated needs of our members. CCDC did meet the majority of our strategic objectives, but not all of them. CCDC learned from our failures and made adjustments as the plan progressed. This report outlines each objective, and whether or not it was met fully, met partially, or not met and if not met explains the reasons or learnings. Below we outline our evaluation and accountability processes used during this plan. This is not meant to account for every activity conducted by CCDC over three years. It is a summary of the strategic plan, and will inform our work on the new plan that begins 1/1/20.

Goals and Objectives:

- 1) **CCDC will act as a catalyst for building leadership, unity, and strength within the disability community:**
 - a. CCDC will host a statewide meeting each year to bring together leaders from around the state and including other disability organizations. CCDC **met** this objective each year. We completed evaluations and acted on them for continual improvement. Most participants each year felt the meeting was useful, helped personally and professionally as leaders in the community. The themes were leadership, advocacy and power development for the past three years. We have a high rate of repeat attendees and have integrated new people each year.
 - b. CCDC will convene disability rights activists and allies when public policy issues affecting the disability community emerge. CCDC **met** this objective. Most notable during this plan was our leadership during the threat to Medicaid, however that was not the only issue where we were leaders. We have reacted to numerous issues including:
 - i. Reaction to audit of CDASS-preserved program intact
 - ii. Fire safety in host homes-obtained new regulations
 - iii. RTD strikes and service reduction threats and fare increases-helped avert a strike, kept Access A Ride fare increase down
 - iv. Supported new housing vouchers legislatively and administratively
 - v. Expanded and Improved administration of Medicaid Buy-In for Working Adults with Disabilities

- vi. Brought attention to failure of mental health providers to honor protections for children.
 - vii. Assured inclusion of clients in policymaking on the Accountable Care Collaborative 2.0
 - viii. Postponed electronic visit verification by 18 months
 - ix. Brought disability voice to multiple pieces of housing legislation
 - x. Brought increased accountability regarding notice and due process within the Medicaid system.
 - xi. Protected privacy rights and wages of personal care workers
- c. CCDC will work with other organizations on communications on key issues including GOTV. CCDC **met** this objective. Due to CCDC and other organizations focusing on GOTV Colorado voters with disabilities voted at a rate of .5% higher than people without disabilities. CCDC also has led a coalition called One Strong Voice which meets twice monthly by phone to make sure our community is coordinating on policy issues. CCDC also did work on Medicaid messaging, created a messaging platform, conducted polling, and created a coalition to use the hashtag #Vote4Medicaid and commit to connecting voter outreach with Medicaid of over 100 organizations.
- d. CCDC will host at least three basic advocacy classes per year and three advanced classes per year. CCDC **partially met** this objective. We held three classes a year through 2018 and moved to two per year in 2019 to improve quality of outreach and follow up. We stopped holding advanced classes in 2018 due the declining health and eventual death of the person that was coordinating this and have not yet found anyone to replace her.
- e. CCDC will increase the number of certified advocates by 10% each year. We also said we would increase the number of leaders by 15%. We use those terms interchangeably. We have **met** this objective. We went from 55 to 70 leaders.
- f. CCDC will recertify 50% of existing advocates in 2016 and 60% in 2018. **We did not meet this objective.** While we held recertification trainings in 2016 and 2017 we have not done so since then. We do not have clear criteria about what qualifies someone to be recertified. We do not have a process for recertification. We need to decide if this is necessary and if so this needs to be integrated into our training program
- g. CCDC will manage a community calendar and statewide leaders list, and will coordinate membership on boards and committees. CCDC has **met half** of this objective. CCDC has tried a few variations of maintaining a calendar but technology has changed and the state has much improved access to meetings and committees so people get this information more directly. CCDC continues to coordinate disability membership on boards and commissions. We have maintained all positions and have increased membership to appointed positions each year
- h. CCDC will host community events as needed and as resources permit. CCDC has **met** this objective. We hosted an employment open house, a tribute to the Gang of 19, memorial events for members, and a listening tour during this plan.
- 2) CCDC will enforce civil and human rights for people with disabilities.**
- a. CCDC will maintain a civil rights legal program to provide free legal assistance on disability rights violations. We **met** this objective. We filed lawsuits on behalf of Deaf people denied rights in law enforcement and medical situations, on behalf of blind

individuals who were denied communication access in public accommodations and on behalf of wheelchair users denied access to public transportation.

- b. CCDC will develop an online resource to teach people how to do pro se small claims litigation. CCDC **did not meet** this objective. We had two experienced and savvy individuals try to use this process to prosecute civil rights violations. Neither was successful and we decided this was not a feasible project.
 - c. CCDC will assist members to file appeals as a self-advocacy or peer-advocacy activity. CCDC will provide individual advocacy for complex cases and develop online resources. CCDC **partially met** this objective. We have developed a video for appeals development. We have created a checklist for reasonable modifications. We have developed a fact sheet on “go fund me” in terms of benefits. We have not been successful with development of other online tools and the tools we have developed have not been adequately disseminated. We did maintain an individual advocacy program and provided such advocacy throughout the plan. We have won the majority of appeals and have also assisted people with grievances and reasonable accommodation letters.
 - d. CCDC will work with other civil and human rights organizations on issues of mutual concern. CCDC **met** this objective. We have many relationships with other organizations with whom we have collaborated on legislative, legal, and other action. This includes but is not limited to Colorado Center for Law and Policy, Center for Public Representation, Colorado Fiscal Institute, ACLU of Colorado, ACLU, National Federation of the Blind, Several Arc chapters, most Independent Living Centers, Denver Metro Fair Housing Center, Mile High Connects, Denver Streets Partnership, etc.
 - e. CCDC will educate people with disabilities on disability law and how to exercise their rights through direct presentations and development of webinars. CCDC **partially met** this goal. We did not develop webinars. We did reach at least 500 people a year with direct presentations and outreach. We did maintain and revamp our website, kept a social media presence, and enjoy regular press coverage about our activities.
 - f. CCDC will oppose any effort to reduce our civil rights or enforcement powers. CCDC **met** this objective. We joined others nationally on opposing the ADA notification act. We also joined others in Colorado in blocking regressive legislation.
 - g. CCDC will actively participate in the Access to Justice Movement. CCDC **met** this objective through the service of the Executive Director on the Board of the Legal Services Corporation, through legislative advocacy for bills such as eviction defense funding, and through our attorneys’ participation in amicus briefs. We also continue to assist the state with court accommodations. We passed several bills on due process issues and supported increased knowledge through an interim committee on Medicaid noticing problems.
- 3) **CCDC will engage in policy advocacy that reduces poverty and increases true integration of people with disabilities.**
- a. CCDC will work to increase employment for people with disabilities. CCDC **met this objective in terms of doing what we said we would.** **We did not change the landscape of employment drastically.** CCDC did work on employment and saw some success, such as a dramatic increase in the use and effectiveness of the Medicaid Buy-In Program for Working Adults with Disabilities. We have participated on the SRC, Employment First, held some public events featuring employment, focus groups, and met with state

leaders We have seen a small increase in the percentage of people with full time, full year jobs and people with any employment. However, there is a lot of room for improvement.

- i. CCDC will prioritize individual advocacy cases that have a state level systemic impact on employment such as the Medicaid Buy-In. CCDC **met** this objective.
 - ii. CCDC will actively work on a federal level to influence federal barriers to employment. CCDC **met** this objective. Congressman Coffman and now Congressman Crow are working to eliminate on major barrier. We have had discussions and submitted comments on issues related to Social Security and work requirements.
 - iii. CCDC will support citizen lobbyists to monitor all legislation related to employment. CCDC **met** this objective.
 - iv. CCDC will increase the overall acceptance of employment within the disability community. CCDC **has not met** this objective. While more people are working, the overall attitude in the community remains one of fear and lack of acceptance of employment as a viable option.
- b. CCDC will engage in policy work to promote a Long Term Services and Support System (LTSS) that is person centered, promotes participant direction and enables all people with disabilities to live in the setting of their choice. CCDC **met** this objective as follows:
- i. CCDC continued to be a leader within the Participant Directed Programs Policy Collaborative and all participant directed program policy issues.
 - ii. CCDC continues to participate on all committees that might influence changes in the system to make sure the changes are not harmful to the community. CCDC continues to assure real and meaningful engagement of people with lived experience in all decision making regarding LTSS.
 - iii. CCDC has not yet passed Community First Choice due to circumstances outside of our control but have a bill for the 2020 session.
 - iv. CCDC provided qualified advocates to serve on all relevant committees addressing LTSS policies.
 - v. CCDC continued to have citizen lobbyists' work on all legislation that affects LTSS. Legislative positions are posted weekly during the legislative session.
 - vi. CCDC continued to provide individual advocacy to people with LTSS issues.
- c. CCDC will engage in policy work and individual advocacy to assure that people with disabilities have basic human needs met. CCDC **met** this objective as follows:
- i. CCDC joined with people who have lived experience and legal groups to promote decent and humane treatment of those experiencing homelessness.
 - ii. CCDC participated in coalitions to address housing, transportation, and food security through legislation and regulation. This work was proactive and reactive.
 - iii. CCDC worked on legislation to improve the Aid to the Needy Disabled program.
 - iv. CCDC provided individual advocacy to help people maintain or obtain basic human needs, through referral or directly. CCDC did NOT meet the objective of trying to monetize the effects of our advocacy (such as quantify how much we save the state when we help people get a benefit or services that prevent more expensive problems, etc.)

- v. CCDC advocated for disability competent health care and provided training to providers and participated in policy work towards this objective.
- vi. CCDC supported people with lived experience to participate in policymaking on issues related to basic human needs.

4) CCDC will be a financially healthy, inclusive, forward thinking non-profit organization.

- a. CCDC will model inclusiveness, diversity and equity in all activities. While this is always a work in progress and CCDC has not achieved the diversity we desire, we have made significant effort on inclusiveness by establishing an internal racial equity committee, engaging in staff and advocate training, and modifying policies to advance equity goals. This objective is deemed to **be partially met**. CCDC has increased the number of people of color on the Board and staff over the plan period.
- b. CCDC will implement an online learning management system to facilitate increased access to training and ongoing learning. CCDC has **partially met** this objective. There is a LMS for basic training but it has not been extended to ongoing training and we have no evidence students use it after graduation. We did obtain a grant for 2020 to develop a physician training program and must either enhance the current system or create a new one for this grant. Hopefully this resource will enable us to move forward on this important objective.
- c. CCDC will be a financially healthy organization. CCDC **met** this objective as follows:
 - i. CCDC implemented a social enterprise that is now making a profit.
 - ii. CCDC continued to generate revenue by charging for services
 - iii. CCDC did increase contribution and fundraising revenues.
 - iv. CCDC maintained reserves consistent with our plan.
 - v. CCDC increased membership. We did **not meet our full objective** to increase by 20% annually but did increase over the plan period.
 - vi. CCDC maintained an active social media presence.

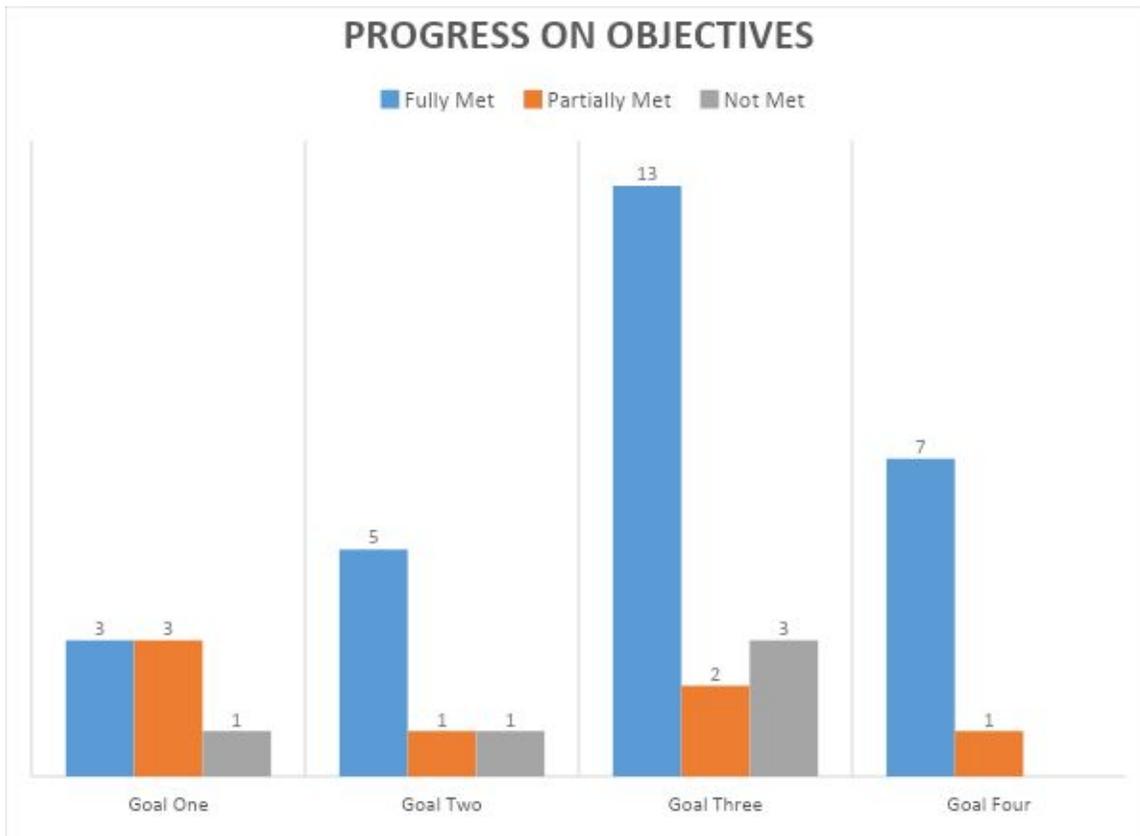
Evaluation Activities throughout Plan Period: CCDC believes in a culture of learning. We engaged in the following types of evaluation during the term of the plan.

- ✓ Board evaluation every other year
- ✓ One staff survey and one set of staff interviews by outside HR consultant
- ✓ Evaluation of state meeting every year
- ✓ Customer service follow up calls to clients twice during plan
- ✓ Weekly case review of individual advocacy
- ✓ Outside evaluation of social media
- ✓ Audit of website by external party
- ✓ Implementation of ladder of engagement
- ✓ Subjective evaluation of advocacy class
- ✓ Objective quizzing of advocacy class students
- ✓ Survey of sponsors of annual event
- ✓ Grant related evaluations (internal and external)

Accountability Activities throughout Plan Period:

- ✓ Quarterly report to Board of Directors and quarterly board meetings

- ✓ Quarterly staff evaluations
- ✓ Annual Executive Director Evaluation (formal)
- ✓ Executive director meeting with board leadership at least monthly
- ✓ Meeting with systems advocates 2 times a month
- ✓ Publication of legislative positions
- ✓ External audit
- ✓ Quarterly finance committee meetings
- ✓ Quarterly Probate Power advisory committee meetings
- ✓ Grant kickoff meetings
- ✓ Weekly all staff calls



Respectfully submitted to the Board of Directors and Membership December 2019.